University Of Jordan

Introduction To Management

Thirteen Edition

Chapter 8:

Fundamentals of planning

Done By :

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Pixels

Good Luck

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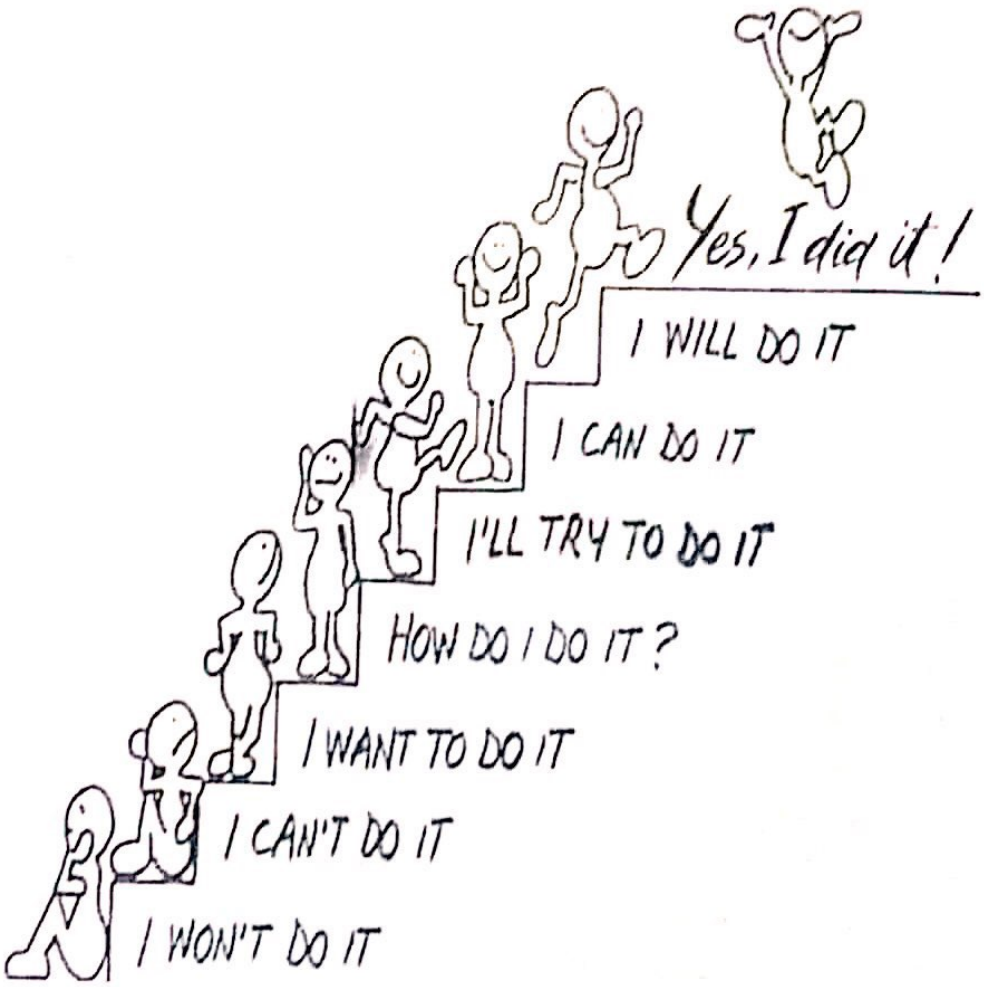
In which step are you?

to get A !



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* The management process involves :-
Planning - Orgaizing - leading - Controlling

* Planning : the process of setting objectives and determining how to accomplish them.

* Importance of Planning :-
[1] Solid platform for other management functions : Organizing - leading - controlling.

[2] Good planning helps us become better at what we are doing and to stay action-oriented.

* How planning helps :
- Organizing : allocating and arranging resources to accomplish tasks.

- leading : guiding the efforts of human resources to ensure high levels of task accomplishment.

- Controlling : monitoring task accomplishments and taking necessary corrective action.

* Fingure page 156 :-
* Planning to set the direction :
- Decide where you want to go.
- Decide how best to go about it.

** Organizing → Create Structure
*** Controlling → to ensure results :
- measure performance - take corrective action.
**** Leading → to inspire effort.

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* Five basic steps in planning process are :
① Define your objectives
- Specific enough => goals, target, standars
② Determine where you stand vis-á-vis objectives.
- Current accomplishment relative to the disired results.
③ Develop premises regarding future conditions.
- alternative "scenarios" of what may happen.
④ Analyze alternatives and make a plan.
evaluate possible action, follow the best course of action
⑤ Implement the plan and evaluate results.
- Take action and carefully measure your progress toward objective.

- Planning focus attention
* objectives and goals & (specific results) that one wishes to achieve.

* Stretch goals & performance targets that we have to work extra hard) and stretch to reach

* Plan & statement of intended means for accomplishing objectives.

* Benefits of Planning :-

[1] Planning improves focus and flexibility
- focus with organization : know what it des bets the needs of it customer, and how to serve them.
- flexibility with organization : willing and able to change and adapt to shifting circumstances without losing focus, and operates with an orientation toward the future rather than the past.
[a djusts, fit new].

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focuse with individuals : know where we wants to go career or situation.

[2] Planning improves action orientation

* Good Planning makes manager more :-

(1) action oriented ⇒ keeping a results driven sense of direction

(2) Priority Oriented ⇒ Making Sure the most imporlance things get first attention.

(3) advantage oriented ⇒ ensuring that all resource are used the best advantage.

(4) Change oriented ⇒ anticipting problems and opportunities (best dealt).

* Complacency trap : being carried along by the flow of events.

[3] Planning improves Coordination and Control.

* The individuals, groups, subsystem in organization are doing many different things at the same time ; but their effort must also be combined into meaningful contributions to the organization as a whole.

* Good plans help coordinate the activites of people and subsystem so their accomplishments advance performance for the organization.

* The linke bettween planning and Controlling begins when objectives and Standards are set.

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* How Planning and Controlling work closely together in the management process :

1) Control without Planning :

Control lacks objectives and standards for measuring how things are going and identifying what could be done to make them go better

2) Planning without Control :

Planning lacks the follow-through needed to ensure that things work out as planned.

3) with both :

lot easier to spot when things aren't going well and make the necessary adjustments.

[4] Planning and time management

* Time management tips :-

1- Do say "No" to requests that divert you from what you really should be doing.
2- Don't bogged down in details that you can address later or leave for others.
3- Do have a system for screening telepone calls, emails, requests for meetings.
4- Don't let drop in visitors or instant messages use too much of your time.
5- Do prioritize what you will work on in terms of importance.
6- Don't become calender-bround by letting other control you schedule.
7- Do follow priorities and work on the most important and urgent tasks first.

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*Types of Plans used by managers:

① Long-Range and Short-Range Plans

- Long-term plans: look three or more years into the future.
- Short-term plans: one year or less.

② Strategic and Tactical Plans

- Strategic plans: long-term directions.

*تتعلق بالخطط الاستراتيجية:

the whole org/ long term /Top manager /mor than 3 years.

- tactical Plans: helps to implement all or part of a strategic plans.

*تتعلق بالخطط التكتيكية:

department or divisan / middle manager / 1-3 years.

وظيفية
*Functional plans: how different operation within the organization will help advance the overall عمومية

*Types of Functional / Functional plans include:

- Production plans ⇒ work methods + technologies. خطط انتاجية
- Financial plans ⇒ money + capital investment خطط مالية
- Facilities plans ⇒ facilities + work layouts خطط تسهيلات
- logistics plans ⇒ suppliers + acquiring resource inputs خطط لوجستية
- Marketing plans ⇒ selling + distributing goods or services خطط تسويقية
- Human resource plans ⇒ building a talented. خطط الموارد البشرية

• vision: hopes to be in the future. رؤيا

③ Operational Plans: short-term activities.

*تتعلق بالخطط التشغيلية:

Unit of organization / lower manager / short term plans.

*Types of Operational Plans: انواع

ⓐ Standing plans → (policies - procedures). متكررة

ⓑ Single-use plans → budget. مرة واحدة

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* Policy : standing plan that communicates broad guidelines

* example : employee hiring / promotions / termination / performance appraisals / pay increases.

* Procedure : rule describing actions.
  - specific rules
  - They are stated in employee handbooks and often called → SOP → standard operating procedures.

* Budgets : plan that commits resources to projects or activites.
  - Single-use plans. / specific

* Types of budgets:

① Financial budgets ⇒ cash flows and expenditures

② operating budgets ⇒ sales or revenues

③ nonmonetary budgets ⇒ labor - equipment - space.

④ Fixed budgets ⇒ stated amount of resources for a specific purpose. (such as equipment purchases in year)

⑤ Flexible budgets ⇒ resources to vary in proportion with various levels of activity.

* Zero-based budget : allocates resources as if each budget were brand new

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* Planning tools and techniques

[1] Forecasting : attempts to predict the future

* Periodicals such as :-

Business week - Fortune - the economist regularly - interest rates - unemployment - national economies.

* Some are based of forecasting :

① qualitative forecasting use ⇒ expert opinions to predict

② quantitative forecasting use ⇒ mathematical/ statistical / surveys to predict future.

[2] Contingency Planning : alternative courses of action when things go wrong.

* indispensable tool for managerial and personal planning

* Contingency planning can't prevent crises from occurring ; but when thing do go wrong, there's nothing better to have in place than goodit.

[3] Scenario Planning : alternative future Scenarios and makes plan

* Benefits / advantages of it :

it helps condition the organization to think

○ better prepare for future shocks.

○ increasing organization flexibilty.

[4] Benchmarking : external and internal Comparisons plan for future improves.

* Best practices : are things people and organizations do that lead to superior performance.

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* The benchmarking emphasize:

① internal benchmarking, that encourages members and work units to learn and improve by sharing one another's best practices.

② external benchmarking, to learn from competitors and noncompetitors alike.

5| staff planning

* to help coordinate and energize planning, these specialists are experts in all steps of the planning process.

* the car responsibilty to staff planners is to develop plans.

* one risk is a tendency for a communication gap to develop between the staff planners and line managers.

* Goal setting.

- great goals tend to have these five characteristics:

1. Specific → Clearly targeted key results and outcomes to be accomplished (outcomes clear to anyone)
2. Timely → linked to specific time-tables "due dates"
3. Measurable → described so results can be measured without mbiguity. (No doubt when accomplished or missed.
4. Attainable → Challenging stretch factor, realistic and possible to achive.
5. Relevant → focused on important results.

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Subject Date No.

* Goal Management

- learning goals: set targets to create the knowledge and skills required for performance.
- Out come goals: set targets for actual performance results

* Goal Alignment

- hierarchy of goals or of objectives: lower level goals and objectives are means to accomplishing higher level one's.

*The Converstation sould result in agreement:

(1) performance objectives for given time period
(2) plans through wich they will be accomplished
(3) standards for measuring whether they have been accomplished
(4) procedures for reviewing performance results.

This process called "Management by objective" (MBO)

Goal Alignment Between Team Leader and Team Member

Jointly plan	→	Individually act	→	Jointly control
• Set objectives • Set standards • Choose actions		• Perform tasks (member) • Provide support (leader)		• Review results • Discuss implications • Renew cycle

NOTEBOOK

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* Particpatory planning : include the persons who will be affected by plans and/or those who will implement them.

* May benefits of participatory planning :
a. increase the Creativity and information avilable for planning.
b. increase the understanding and acceptance of plans.
c. Commitment to their success.
d. improve performance results by improving both the *quality of any plans made and the *effectiveness of their implementation

Finally ♡!

{تابعوجهودي بالنجاح
على الفيسبوك حتى اذا
ماقدرت انزل باقي مادة
اسكنت انزلها
على اليوتيوب..}

Principle of Hanagement / Pixels / Facebook
*Lujain-jubran-Good-luck ♡!!

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